Our Secret Sauce

I.T. ALLIANCE

REVEALED: Why Ireland's best rely on I.T. Alliance to manage their IT resourcing and recruitment.

August 2018

www.italliancegroup.com

1.   Introduction

More and more work is getting done via projects. This management trend presents a number of challenges to managers tasked with delivering projects. One of the most difficult and the most critical challenges is the resourcing of these projects.

I.T. Alliance has a long record of accomplishment of successfully providing resources to fulfil requirement of both projects and long-term service delivery. We have developed a strong, competency lead resourcing engine over the years to enable us to meet the ever-challenging demands of our Customers.

We now offer access to this resourcing engine via our IT contracting division, I.T. Alliance Resourcing. Our resourcing approach has been developed and tested with a number of clients including many of the top global IT and technology companies. This has enabled us to tune its delivery as well as giving us the confidence to be able to articulate the challenges and issues to be faced with the confidence that comes with experience and market knowledge.

In this paper we have decided to share some of our secrets in developing a killer resourcing engine that provides you with the right-fit people to the right place at the right time.

A little bit about I.T. Alliance Group

I.T. Alliance Group is one of Ireland's largest and fastest growing indigenous IT service organisations. Established in 1997 our 550+ strong workforce is bolstered by an associated pool of known contractors and an additional 40,000+ candidate database. We have a significant
Success record in winning, designing, testing and delivering service solutions based on industry best practice models and deploying people from our areas of expertise, which include project services, managed services and professional services

2.   The Business Challenge

In a perfect world, projects are planned and scheduled taking into account the resources that you have available together with the skills and experience needed for professional project delivery. If you live in this perfect world congratulations! If you live in the real world read on.

In the real world operational projects are usually planned well in advance allowing for resource planning and levelling that takes into account career development, holiday rosters and other company activities. Strategic projects on the other hand are often started based on a market opportunity or competitive threats and usually need to be resourced immediately.

This immediate requirement for resources is often made more complex due to restrictions in "head count" which prevent the hiring of new staff and/or internal regulations with limits or in some cases disallows the direct hiring of contract employees.

For these reasons, the resourcing of new projects is often done by redeploying staff on existing projects. This practice usually results in projects that are not fully completed and employees that are not best motivated. New projects started here resourced in this way often fail to deliver the strategic benefits that were envisioned.

A **better way** to resource projects would include:

- An approach that does not "impact head count"
- An approach that does not involve hiring and managing a multitude of contractors
- An approach that is fast and deterministic
- An approach where the right resources can be provided at the right time

3.   The Solution

In response to the requirement that companies have for immediate access to resources we have developed our own **Flexible Resourcing Framework**.

The resourcing framework provides:

- An approach that is **fast** and **deterministic**
- An approach where the right resources can be provided at the **right time**
- An approach that does not "**impact head count**"
- An approach that does not involve hiring and managing a **multitude of contractors**

The foundation of approach is that we first get to know and understand a client's holistic resourcing requirements. We then work with you to adapt our framework to fulfil these requirements from both an operational perspective and from a financial and contractual perspective.

We are **not an employment agency**.

We are a projects and services delivery organisation that has developed a very powerful resourcing engine to service our own internal demands for resources. We know resourcing issues from first-hand experience and we know what is needed to make sure that the right resources are provided at the right time. We offer our clients access to this resourcing engine and to the process and procedures that we have developed over the past ten years.

We maintain technical and subject matter experts across a range of disciplines allowing us to really understand your technical requirements and your environment. This understanding enables us to offer you resources that we know can fulfil your requirements. Below is an overview of the ITA Flexible Resourcing Framework.

4. Flexible Resourcing Framework

I.T. Alliance's Flexible Resourcing Framework has been designed to fulfil the dual requirements of the client and our staff.

Clients gain access to our managed resource pool to fulfil resource demands in a deterministic manner. Documented environmental requirements support our resourcing teams to determine the appropriate resources for each resource request taking into account both technical and personality requirements.

Our staff gain valuable experience across a range of clients/projects and are provided a support structure including mentoring and career development. The key components of the Framework:

- **Service Initiation** – documenting the service requirements including resource categories, SLA's and reporting requirements.
- **Service Delivery** – working closely with Client to deliver the service defined to the levels of service required.
- **Service Review** – a governance process between the Client and ourselves to review past performance and forecast future likely demands.
- **Staff Welfare Management** - working for our resources providing a connection with our Competency Principals for mentoring, training and HR related issues.
- **Resource Pool Management** – knowing what resources are available when and balancing the needs of the Client and our Staff.

Our Flexible Resourcing Framework has evolved over the past ten years and has is proven to provide resources in a timely and cost efficient manner.

5.   Service Initiation

Service Initiation is the first step in establishing a flexible resourcing service. The purpose of this module is to clearly document how the service will operate. Our approach to Service Initiation is to run a formal project utilising a methodology based on the Project Management Institutes *PMBOK Guide®*.

PMBOK is a registered mark of the Project Management Institute, Inc.

The tasks to be completed include:

Documentation of the environment, role definitions and levelling model

- Client representatives and I.T. Alliance role experts meet to enable a clear understanding of the technical expectations of resources and to gain an appreciation of the technical environment where the resource will be working.
- A competency levelling model will be reviewed and documented reflecting a common understanding of how resources within a specific competency domain should be graded based on education and experience
- Generic role definitions will then customised to reflect Client specific requirements and operating environment
- HR requirements and expectations will be documented to ensure that both technical and personality requirements are understood prior to proposing a resource

Customisation of the Operations Handbook for joint approval

- Document Client team structure
- Document Delivery Management team structure

- Customise the Statement of Work (Management of service / Rotations / Incidents …)
- Define day to day operations model
- Define Processes for Resource Request / Approval / Rejection / Termination
- Define Induction process and procedure
- Define Timesheet, Expenses and Invoicing procedures
- Define Governance structure and meeting schedule
- Define Performance Measures and Reporting requirements / formats / frequency
- Appendices will be included containing the documentation of the environment, role definitions and levelling model

The operations handbook documents how the service will be operated and measured. The approval of this document by all parties will signify the successful end of the Service Initiation.

Once this document has been approved a Service Deliver Manager will become responsible for the service delivery on a day to day basis.

6.   Service Delivery

Service Delivery is the module responsible for the day-to-day running of the Flexible Resourcing Service. A Service Delivery Manager is a single point of contact for the client and is responsible for the day-to-day management of the service.

Service Delivery activities include:

- • Monitoring new resource requests
- • Reporting on the status of open resource requests
- • Keeping in contact with resources on the ground
- • Handling any HR related issues
- • Welcoming new resources and inducting them as appropriate
- • Monitoring Timesheets, Expenses and Invoicing
- • Monitoring performance KPI's
- • Producing management reports regarding the performance of the service

7.   Service Review

Service Review is the module responsible for supporting Service Delivery with governance. Both the Client and I.T. Alliance name senior representatives to meet regularly to review the service from both a performance and commercial perspective.

Service Review activities/responsibilities include:

- Review of resource and team performance
- Review of Service KPI's and SLA performance
- Review of escalations
- Review of potential future requirements

8.   Staff Welfare Management

Ensuring our staffs welfare is paramount to the delivery of a successful flexible resourcing service.

Staff Welfare Activities include:

- Appraisals, Goal setting and Reviewing
- One on Ones to assists in the early identification of HR issues and risks
- Skills banding provides motivation in terms of career and personal development
- Mentoring helps to identify high potential employees
- Rotations help to minimise staff turnover and increases experience

9. Resource Pool Management

Active management of our resource pool is critical to our successful fulfilment of our Clients requirements for resources. Our Human Talent Management team is responsible for the holistic management of the resource pool and the resourcing function.

Responsibilities include:

- Maintaining a record of the skills, experience and goals of our employees and associates
- Maintaining contact with past employees and associates as well as resources know to us
- Management of the Resource Fulfilment Process
- Proactive research into the market to identify sources of resources
- Monitoring of the market with respect to resource demand and rates

10. Resource Pool

The first source of resources is the I.T. Alliance Resource Pool. This is made up of employees and associates who are aligned to one of our competency areas. These resources and their capabilities are well known to the resourcing team hence we are able to match the Client requirement with their personal desires.

|	
I.T. Alliance Employees	I.T. Alliance's **Resource Pool i**s actively managed taking into account upcoming client requirements and the career development plans of our long term resources.
I.T. Alliance Associates	
Known External Market	Our Resourcing Teams keep in contact with external resources to allow a quick response to new requirements.
External Market	Additionally, the **external market** is continually researched to identify new sources of resources and to highlight trends developing in the resource market.

The next source of resources is the known external market. Our resourcing team is tasked with keeping in touch with past employees and associates as well as identifying and communicating with known potential candidates. This allows us to make offers to potential candidates very quickly with minimal risk.

The next source of resources is the external market. Our resourcing team has access to European wide databases of candidates and have the ability to advertise on all the major job sites. This provides us with a vast potential pool of resources but requires the most time as candidates and references have to be screened and checked in detail.

11. Resource Fulfilment Process

All resource requests are handled by our central resource desk. This central management of the resource pool allows us to best match Client requirements with available resources.
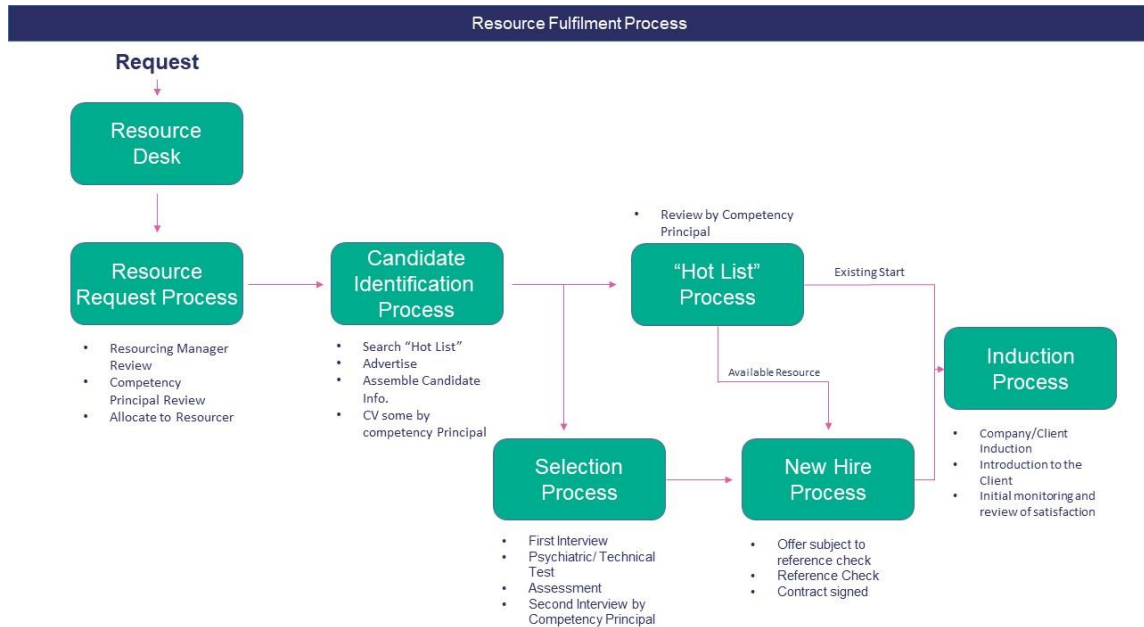
When a resource request is received it is reviewed by the Resourcing Manager and by the appropriate Competency Principal. The purpose of this review is to ensure that there is enough information provided with the request to enable the correct fulfilment. It also allows for the flagging of requests that may be difficult to fulfil based on the resource pool / market conditions at that time. In either case once the request is accepted and allocated to a Resourcer a message is returned, via the Service Delivery Manager, to the Client regarding the likely time to fulfilling the resource request.

The Resourcers will then begin the search for a suitable candidate by searching the "Hot List". This is a list containing both internal candidates that are or soon will be available together with candidates that have been pre-screened and/or who are known to us. If appropriate candidates are available then they will be offered to the client. If not then a search will be performed to identify appropriate candidate for interview. To be successful a candidate has to be successfully interviewed by both resourcing and by a Competency Principal. If successful and if the provided references are valid then an offer to the candidate is made.

Both existing staff and new staff are put through the Client specific induction process prior to starting work on site with the Client.

12. Benefits

Our Flexible Resourcing Framework offers you access to correct resources within a deterministic timeframe.

Our offering is underpinned by:

- Competency lead resource Management
- Service Delivery Management Team Structure
- Defined Service Levels (SLA's)
- Flexible Resourcing Framework
- Staff Welfare Management Processes
- Performance Management Process

Key features

- Understanding your technical requirements and environment
- Understanding your organisations culture and personnel requirements
- Development and continual updating of induction materials to facilitate specific company knowledge transfer
- Provision of appropriately skilled resources
- Day to day oversight of resources to ensure quality of deliverables and professionalism
- Documentation of lessons learned at the end of assignments feeding into the induction process and feeding back to the client
- Structured service reviews to review performance, to forecast requirements and to identify opportunities to increase service delivery

13. Critical Success Factors

Successful resource management is highly dependent on having the right processes and procedures being run by good people. In addition, the following greatly help:

- **Early visibility of the requirement or possible requirements**
  Having early visibility of requirements, even at very early stages allows our "Hot List" process to be extended / enhanced as appropriate. Greatly supporting service delivery.

- **Clear and valid Resource Request information**
  The level and detail provided in a Resource Request greatly help sourcing the correct Resource.

- **Redeployment of known Resources**
  Planning work to be able to redeploy resources know to the client greatly improves start up efficiencies.

- **Competency screening and review**
  The screening of Resource Requests and Candidates by Competency Principals greatly enhances the quality and consistency of the service.

- **Induction into the new role**
  Ensures that new starters are up and running quickly and acts as a knowledge store of lessons learned.

- **Early detection of any issues / problems**
  Problems can arise when dealing with people. Strong HR processes and procedures correctly and speedily applied lessen any unpleasantness.

- **Continual dialogue between all parties**
  Communications between all parties supported by strong governance greatly enhances the success of the service provision

14. Conclusion

With this framework we do not offer magic; we cannot keep a "bench" of resources ready and waiting for any eventuality any more than you can or would expect any company to do. What we do offer is access to our resourcing engine and proven processes that support the effective management of resources.

Our Flexible Resource Framework provides:

- An approach that is fast and deterministic
- An approach where the right resources can be provided at the right time.
- An approach that does not "impact head count"
- An approach that does not involve hiring and managing a multitude of contractors.

I.T. Alliance Resourcing

I.T. Alliance Resourcing can help you find, place, manage and keep happy the best technical talent on the market. I.T. Alliance Resourcing provides Leading organisations across Ireland, the UK and Europe with interim IT and business experts on demand. We deliver the right-fit, vetted, proven IT professionals – quickly.

Since 1997, I.T. Alliance Group has been placing the best talent for leading Irish, UK and international organisation. With over 20 years experience fulfilling resourcing requirements, our Flexible Resourcing Engine is proven to give you instant access to the candidates with the right skills at the right time and in the right place. Whether you're looking for permanent or contracting IT staff, we're your first port of call for delivering staff who can make a real difference to your organisation.

We do all the work for you saving you valuable time, energy and resources. If you are looking to source a one IT expert or a team get in touch at info@italliancegroup.com.